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REPLY TO
ATTENTION OF

Human Relations Action Plan Update

On April 14, 1999, the Secretary of the Army and the Chief of Staff, Army tasked the U.S. Army Research Institute to conduct a follow-up to the 1997 Senior Review Panel study on the Army's human relations environment and to assess key human relations programs. The Human Relations 2000 Survey results highlighted our successes in this arena and identified issues in need of continued emphasis and oversight. Initial Entry Training is a success story, effectively incorporating human relations training and improved working relationships among trainees and cadre. Soldiers are proud to be in the Army, and many think the Army is doing a good job in the human relations area. They understand the formal Equal Opportunity complaint system, what actions constitute sexual harassment, and the difference between discrimination and sexual harassment.

As a result of this assessment, the Army developed the Human Relations Action Plan Update. The Update builds upon our human relations successes of the past four years and addresses current concerns. It also establishes a doctrine-based, strategic-level management tool to implement actions using assessments of past and ongoing after-action reviews of the human relations environment of the Army. The timing for this Update is opportune. The Army is undergoing a significant transformation, a transformation that will affect its most fundamental nature. The Human Relations Action Plan Update represents a critical component of the human dimension of the Army's transformation.

Although we are on the right azimuth, the report also found areas that require further attention. Human relations corrective actions for these areas, contained in the Update, are based upon a strategic human relations vision. This vision is anchored in the concept that a positive command climate is a critical leader responsibility and is the foundation for all we are and do as an Army. Team building, cohesion, providing motivation and influence are all leader skills specifically linked to the ability to create a strong, positive human relations environment that fosters combat readiness and mission success. Creation of a positive climate is closely linked to improving many of the Human Relations 2000 Survey areas of concern.

The recommendations and key actions from the Human Relations Action Plan Update will be incorporated into the Well-Being Action Plan and the Transformation Campaign Plan. This effort is critical in transmitting the message to our soldiers and the American public that the Army's human relations successes, as well as the issues requiring continued emphasis and oversight continue to be a vital interest to the Army.

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HUMAN RELATIONS ACTION PLAN UPDATE EXECUTIVE SUMMARY

INTRODUCTION

The Army Research Institute was tasked by the Secretary of the Army to conduct a re-assessment of the Human Relations environment and the impact of the key Human Relations programs that were fielded or modified by the original Human Relations Action Plan in 1997. The Army Research Institute assessed soldier attitudes, opinions, and experiences with respect to the Army Human Relations environment using surveys, focus groups and individual interviews across different soldier populations. Initial findings were presented at the November 7, 2000 Standing Committee on Human Relations. The Army Research Institute briefed the results to the Chief of Staff of the Army on March 30, 2001 and the acting Secretary of the Army on April 2, 2001. During the March 30, 2001 briefing, the Chief of Staff of the Army directed the Deputy Chief of Staff for Personnel and the Army Research Institute to present Human Relations 2000 to the Army Four Stars prior to release to the Army and general public.

CONCLUSION

The cumulative effect or endstate of the recommendations and actions contained in the Human Relations Action Plan Update is an Army culture that instinctively recognizes Human Relations as an integral component of values-based leadership (Be, Know, Do) and acts accordingly.

DISCUSSION

The Human Relations Action Plan Update provides the framework for an increasingly coherent, strategically constructed and successful human relations environment. To achieve this purpose, a strategic framework is required to periodically, effectively, and proactively address and monitor the progress of human relations issues. Simply addressing shortcomings, findings, and problems individually as they arise has limited utility in achieving a successful human relations environment. To truly shape a Human Relations climate that enhances combat readiness and mission success requires application of a more strategic approach or framework to the Army's human relations environment.

The Human Relations Action Plan Update was constructed by reviewing the findings of Human Relations 2000, the 17 issues containing 318 individual actions identified in the original Human Relations Action Plan, and ongoing communication with soldiers and leaders in the field. This review and dialogue resulted in the consolidation of the many issues and actions contained in the original Human Relations Action Plan into three critical components: leadership, responsibility and accountability, and training and education. We have achieved greater efficiency in addressing the over-arching human relations concerns by consolidating the various programs or items of interest into the three categories that share a common strategic emphasis.

The Human Relations 2000 assessment highlighted Human Relations successes as well as issues in need of continued emphasis and oversight. Overall, soldiers are proud to be in the Army and the majority of responses indicate that the Army's Human Relations program is a healthy one. Soldiers throughout the Army view HR as relevant and necessary. The incorporation of values and human relations issues into Initial Entry Training has been a success. New soldiers are accepting and internalizing Human Relations concepts as important to their development as soldiers and future leaders.

The survey also indicates there are leadership and leader development areas of concern. Trust and confidence in the organization are also issues, as are the impacts of Operational Tempo, limited resources and career pressures. Some of these issues are beyond the scope of the Human Relations program, however, many can be addressed with Human Relations approaches. These Human Relations corrective actions are based upon a strategic Human Relations vision. This vision is anchored in the concept that a positive Human Relations climate is a critical leader responsibility and is the foundation for all we are and do as an Army. Team building, cohesion, providing motivation and influence are all leader skills specifically linked to the ability to create a strong, positive Human Relations environment that fosters combat readiness and mission success. Creation of that positive Human Relations climate is closely linked to improving many of the Human Relations 2000 areas of concern.



HUMAN RELATIONS ACTION PLAN (HRAP) UPDATE

1. Introduction

The strength of our Army as the premier land force in the world is based on the exceptional dedication and talents of our soldiers. These soldiers hail from all segments of our society and reflect the rich diversity of our nation. This diversity provides the Army a vast wealth of intellect, skill, and capability. However, diversity can also create unique leadership challenges as personnel from vastly different backgrounds and perspectives interact and work closely together. The Army's Human Relations environment, created as our soldiers work together, is a critical component to the success of the Army's mission to serve and protect our nation.

Human Relations, at its most basic level is how soldiers treat each other. A successful human relations environment is one in which soldiers treat each other with dignity and respect, incorporating and maximizing their individual talents for the success of the team. **Leaders at every level are responsible to develop and maximize the Human Relations (HR) environment within their units to build strong, cohesive teams.** Poor HR environments pull at the fabric of cohesion and unit esprit, ultimately degrading combat readiness and mission success. Successful commanders promote a positive HR environment that emphasizes respect between and for all soldiers, maximizes soldiers' awareness of how their individual actions affect others, and enables soldiers to clearly understand the linkage between their actions and their unit's combat readiness and mission success.

An example of a successful commander whose life epitomized the value of treating soldiers with dignity and respect is Brevet Major General Joshua Chamberlain of Civil War and Gettysburg fame. General Chamberlain was designated by General Ulysses S. Grant to receive the formal surrender of arms and colors of the Confederate Army at the conclusion of the Civil War. General Chamberlain was chosen for this high honor on the basis of his heroic valor demonstrated during participation in 24 different Civil War battles. He was awarded the Congressional Medal of Honor for his service at Gettysburg, was wounded six times and had five horses shot from under him. The defeated Confederate

THE ARMY VISION BEGINS AND ENDS WITH PEOPLE.....

"The Army - - is People: The magnificence of our moments as an Army will continue to be delivered by our people. They are the engine behind our capabilities, and the soldier remains the centerpiece of our formation. We will continue to attract, train, motivate, and retain the most competent and dedicated people in the Nation to fuel our ability to be persuasive in peace and invincible in war. We will assure the Nation's security by equipping, training, and caring for our people and their families and enabling their full potential as individuals. The Army will be a professionally rewarding and personally enriching environment within which people take pride in being part of the Nation's most highly esteemed institution. Our physical, moral, and mental competence will give us the strength, the confidence, and the will to fight and win anywhere, anytime. We will be trained and ready to do anything the American People ask us to do, and we will do it better, faster, and more affordably. In the process, we will provide the inspired leadership which celebrates our soldiers and nurtures their families, trains for decisive victories, and demonstrates responsible stewardship for the national treasure entrusted to us - our men and women in uniform, and the resources to make them successful,

".....We are about leadership; it is our stock in trade, and it is what makes us different. We take soldiers who enter the force and grow them into leaders for the next generation of soldiers.

We will continue to develop those leaders through study in the institutional schoolhouse, through field experiences gained in operational assignments, and through personal study and professional readings.

.....we are and have been and will remain a values-based institution where loyalty, duty, respect, selfless service, honor, integrity, and personal courage

are the cornerstone of all that we do today and all of our future successes.....

Source: CSA's Vision Statement

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troops, under the command of General John. B. Gordon, anticipated the ultimate humiliation. Instead, he and his men were met with dignity and respect. In Chamberlain's own words, "The momentous meaning of this occasion impressed me deeply. I resolved to mark it by some token of recognition, which could be no other than a salute of arms. Well aware of the responsibility assumed, and of the criticisms that would follow ... Before us in proud humiliation stood soldiers whom neither toil and sufferings, nor the fact of death, nor disaster, nor hopelessness could bend from their resolve; standing before us now, thin, worn, and famished, but erect, and with eyes looking level into ours, waking memories that bound us together as no other bond ... Instructions had been given; and when the head of each division column comes opposite our group, our bugle sounds the signal and instantly our whole line from right to left, regiment by regiment in succession, gives the soldier's salutation, from "order arms" to the old "carry" — the marching salute. Gordon at the head of the column, riding with heavy spirit and downcast face, catches the sound of shifting arms, looks up, and, taking the meaning, wheels superbly, making with himself and his horse one uplifted figure, with profound salutation as he drops the point of his sword to the boot toe; then facing his own command, gives word for his successive brigades to pass us with the same position of the manual, — honor answering honor."

Chamberlain epitomized Army values throughout his military career and repeatedly demonstrated a brilliant grasp for projecting those values to his soldiers. Those values served as his foundation for building strong teams and shaped the conditions for his many battlefield successes. Likewise, Chamberlain's actions at the conclusion of the Civil War set the stage for cohesion of our entire nation at the final chapter of a long, bloody divide.

2. Purpose of the HRAP Update.

Soldiers from a vast array of backgrounds and perspectives have worked together to execute great accomplishments throughout the Army's history. Along with these significant achievements, the Army has faced numerous Human Relations challenges, most recently, the events of soldier misconduct at Aberdeen Proving Ground. In response to these incidents in the fall of 1996, the Army leadership directed a thorough assessment of the Army's human relations environment. One result of this assessment was the development of the Human Relations Action Plan (HRAP). The HRAP captured the findings and recommendations of two separate critical self-studies. The first study was conducted by a Senior Review Panel with a charter to review the human relations environment Army-wide, placing emphasis on sexual harassment issues. The second study was conducted by the Inspector General and examined equal opportunity and sexual misconduct policies and procedures at initial entry training organizations.

The HRAP was designed to serve as a living document which would continue to evolve as actions were implemented, assessments were conducted and revisions were made based on after action reviews. The original HRAP achieved significant progress in addressing the Human Relations concerns experienced by America's soldiers, especially in the initial entry training environment.

Examples of the significant progress achieved by the original HRAP include the revision of AR 600-20, Army Command Policy and the development of human relations training programs by TRADOC. AR 600-20 was revised to include a chapter on the prevention of sexual harassment. The revised regulation also dictated requirements for equal opportunity staffing and manning from Department of the Army to brigade level and central management

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of EO staffing selections, providing commanders with the tools and requisite expertise to enhance command climate. TRADOC developed meaningful human relations and Army Values training programs for initial entry training, basic and advanced leaders courses and Drill Sergeant school.

The purpose of this document is to expand upon the original HRAP based upon after action reviews of the Army's human relations environment. The HRAP Update builds upon human relations successes of the past four years and addresses current concerns. The document establishes a doctrine-based, strategic-level management tool to implement actions based on assessments of current and future after action reviews of the human relations environment of the Army. The timing for this update is opportune. The Army is undergoing a significant transformation, a transformation that will affect its most fundamental nature. The Human Relations Action Plan(HRAP) Update represents one very significant portion of the human dimension of the Army's transformation.

The recent HR 2000 assessment highlighted Human Relations successes as well as issues in need of continued emphasis and oversight. Overall soldiers are proud to be in the Army and the majority of responses indicate that the Army's Human Relations program is a healthy one. Soldiers throughout the Army view HR as relevant and necessary. The incorporation of values and human relations issues into Initial Entry Training has been a success. New soldiers are accepting and internalizing Army Values and HR concepts as important to their development as future soldiers and leaders. The Army continues to give close scrutiny to a balanced gender and ethnic MOS mix, the screening and training of IET drill sergeants, cadre, and instructors, emphasizing ethical behavior, and high quality performance. As a result, working relationships between and among trainees and cadre have improved and Drill Sergeants are viewed as positive leaders.

The survey also indicates there are leadership and leader development areas of concern. Trust and confidence in the organization are also issues, as are the impacts of OPTEMPO, limited resources and career pressures. Some of these issues are beyond the scope of the HR program, however, many can be improved through better integrating HR into training, leader development and unit procedures. The HR corrective actions in Annexes A thru C, the HRAP matrix, are based upon a strategic HR vision. This vision is anchored in the concept that a positive HR climate is a critical leader responsibility and is the foundation for all we are and do as an Army. Team building, cohesion, providing motivation and influence are all leader skills specifically linked to the ability to create a strong, positive HR environment that fosters combat readiness and mission success. Creation of that positive HR climate is closely linked to improving many of the HR 2000 survey areas of concern.

3. Philosophy of the Human Relations Action Plan Update

Human Relations, at its most basic level, is how people treat each other. A successful human relations environment is one in which people treat each other with dignity and respect, incorporating and maximizing their individual talents for the success of the team. Ultimately strong, cohesive human relations environments foster excellence in the organization's mission accomplishment.

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By extension, human relations also includes working relationships across an organization and the organizational climate, policies, and procedures that dictate and define professional and workplace behavior. The purpose of updating the Human Relations action plan is to provide the framework for an increasingly coherent, strategically constructed and successful human relations environment. To achieve this purpose, a strategic framework is required to periodically, effectively and proactively address and monitor the progress of human relations issues. Simply addressing shortcomings, findings and problems individually as they arise has limited utility in achieving a successful human relations environment. To truly shape the environment to achieve success requires periodic application of a more strategic approach or framework to the Army's human relations environment. Consolidating the many issues identified in the original HRAP into a strategic framework enables the Army to provide a coordinated and focused effort to the diverse human relations issues that confront soldiers. By consolidating the various programs or items of interest that share a common strategic emphasis, the common objective of meeting the over-arching human relations concerns can be achieved with greater efficiency. This strategic framework capitalizes on the components of what current doctrine and academia define as components or levers of a successful human relations environment. The HRAP update will establish this framework, outlining the strategies and objectives required to monitor and achieve success.

An environment of fairness and respect creates a Human Relations climate that is directly related to unit cohesion, readiness, and mission success. It is critical that every leader internalize this association between robust Human Relations and combat ready and successful organizations.

Human Relations is an integral component of Army Well-Being. Well-Being integrates and incorporates existing quality of life initiatives and programs into the well-being framework, linking programs and initiatives to the four institutional outcomes of performance, readiness, retention, and recruiting. The Human Relations link to Army Well-Being is captured in the Well-Being Strategic Plan as the integration of "intangibles" that include leadership, command climate, turbulence, predictability, and teamwork.

Army Regulation 600-20 also addresses this link in its description of the critical role leaders play in building strong, cohesive units prepared for mission success.

"Commanders and other leaders committed to the professional Army ethic promote a positive environment. If leaders show loyalty to their Soldiers, the Army, and the Nation, they earn the loyalty of their Soldiers. If leaders consider their Soldiers' needs and care for their well-being, and if they demonstrate genuine concern, these leaders build a positive command climate."

Army Regulation 600-20

4. The Human Relations Action Plan Update Framework.

The HRAP Update framework is constructed by identifying the critical components that produce successful human relations environments. These factors can be determined by identifying successful organizations in which leaders have built strong cohesive teams whose soldiers treat each other with dignity and respect. These soldiers incorporate and

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maximize their individual talents for the success of the team. The common components among these organizations that should be considered are:

- ✓ Leadership
- ✓ Responsibility and Accountability
- ✓ Training and Education

A successful human relations environment is every leader's responsibility and that human relations environment is a function of the quality of the leadership exercised.–

Leadership is influencing people – by providing purpose, direction and motivation – while operating to accomplish the mission and improving the organization. Successful leaders rapidly and continuously assess their environment, identify what is necessary, clearly communicate intent and vigorously execute to achieve success. They establish a successful human relations environment by treating soldiers fairly, refusing to cut corners, empowering their subordinates, sharing their hardships, and setting the example. Leaders ground their leadership style in the core Army Values. Living these values, thus providing a vibrant example to others, builds the trust and confidence essential to teamwork and mission accomplishment. Training and setting the proper example are critical enablers for both individual and collective excellence. Establishing and maintaining open lines of communication and informal mentoring to instill and reinforce these qualities provide for the realization and sustainment of a command vision.

A successful human relations environment assigns responsibility and accountability for accomplishing the mission while taking care of soldiers – Commanders are responsible and accountable for everything their command does or fails to do. Enforcement of policy is a key responsibility of command, vitally important to unit cohesion and morale, and essential to the Army's ability to accomplish its mission. Commanders delegate authority to soldiers in the chain of command to accomplish their assigned duties, and commanders hold these soldiers responsible for their actions. While taking care of soldiers is ultimately the commanders' obligation, the execution of this initiative is the responsibility of leaders at every level. Commanders must also ensure the proper Human Relations manpower structure is established in order to monitor, maintain, and continually energize the Human Relations environment within the organization.

Establishing metrics and standards for performance to gauge progress and measure success is a key leader responsibility. Establishing proper metrics and standards for a successful human relations environment requires a comprehensive, multi-method approach using tools such as leader assessments, results of inspections, surveys, focus group and individual interviews across different rank groups to obtain soldier attitudes, opinions and experiences from multiple perspectives. Examples of current tools used to assess HR progress and success include the quarterly narrative statistic report (QNSR), military equal opportunity assessment (MEOA), Human Relations 2000 Survey, Human Relations 2000 Trainee Survey and the soon to be developed Well-Being Status Report (WBSR).

Assigning responsibility and accountability for accomplishing the mission while taking care of soldiers also includes addressing allegations of unlawful discrimination or unfair treatment through a complaint resolution process. A reliable complaint resolution process results in a confidence in the system and in the sincerity of the intent to care for soldiers. The complaint resolution process addresses allegations of unlawful discrimination or unfair treatment on the basis of race, color, gender, religion or national origin. A successful complaint resolution process attempts to resolve complaints at the lowest possible level within an organization.

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The process must provide a mechanism for complaints to be resolved directly by the individual, with the help of another unit member, commander or other person in the chain of command. Provision must also be made for formal complaints that are filed in writing. Formal complaints require specific actions, are subject to timelines and require documentation of the actions taken. Appropriate policy must be in place to both guard against false complaints and protect complainants from reprisals.

A successful human relations environment trains and educates soldiers on how to treat each other with dignity and respect, incorporating their individual talents for the success of the team – The tool, beyond personal example, that commanders employ to convey the overarching concept of dignity and respect, is training and education. The Army is a reflection of our society. In The Army, dignity and respect mean recognizing and appreciating the inherent dignity and worth of all people, regardless of gender, race, ethnic group or religion. Effective training helps create a common understanding of Army values and the standards leaders expect. When HR training is conducted as part of a regular routine, such as during developmental counseling sessions, it reinforces the message that respect for others is a critical component of the character of every soldier. Army values and human relations training **throughout** every soldier's career is a continuous process. This process is critical to molding leaders of character and is the bedrock for an officer and NCO Corps of professionals dedicated to the principles of our nation and its Army.

5. Human Relations Action Plan Mission.

"To improve and sustain the human relations environment of The Army through a comprehensive strategy that integrates doctrine, policy, programs and training to build unit cohesion, provide a safe environment and accomplish the mission while taking care of soldiers."

6. Execution of the Human Relations Action Plan (HRAP) Update.

The strategic framework included in the HRAP Update provides a tool to Army leaders for improving and sustaining a successful human relations environment. The framework was designed to be applicable at each echelon of command. Leader application of the HRAP framework will result in the development of action plans that address all the components of a successful human relations environment. At the Department of the Army level, the framework has been used to assess the findings of the HR 2000 assessment. Along with AARs and comments from leaders, Equal opportunity advisers and soldiers, the application of this strategic framework has resulted in a series of recommended actions designed to improve and sustain the Army's human relations environment (Annexes A through C). Key actions are labeled as either Tier I or Tier II. Tier I are those actions that do not require additional assets. Tier II are actions that require additional assets (i.e., funding, people, or other resources). Actions requiring ARI to conduct studies will be Tier I if they can be integrated into a normal study or Tier II if additional resources such as people, money, and contracts are needed. MACOMS will provide assistance on all key actions. Leaders at all levels are encouraged to use this framework to assess and improve the human relations environment in the organizations, units and activities where they serve.

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7. End State.

An Army culture that instinctively recognizes Human Relations as an integral component of values-based leadership (Be, Know, Do) and acts accordingly.

Annexes

- A. Leadership
- B. Responsibility and Accountability
- C. Training and Education